

Chapter 12

Integral Leadership

Built for Complexity, Designed for Transformation

*If you want to be whole,
let yourself become partial.*

—Lao Tzu, Tao Te Ching¹

Bob: Several years ago, my Uncle Tom was dying. His brother, my Uncle Dick, went to visit him daily. On one visit on a particularly bad day, Tom said, “Dick, dying is not for sissies.”

Transformation is not for sissies, either. It is a big deal. It is a death-resurrection process if we see it through—if we go full circle.

The Hero/Heroine’s journey does not stop with Creative Mind. The transformation from Creative Mind to Integral Mind is yet another metamorphosis, ushering in a higher-order consciousness that can go well beyond the limits of the Creative Mind. Transformation is the process by which we are remade, over and over, into Integral and Unitive leaders.

The Integral Mind is built for complexity, designed for leading change within complex systems amid volatile, ambiguous, and rapidly changing environments. By the time leaders evolve to the Integral Stage, their leadership is likely to be extraordinarily effective, if not masterful

¹Excerpts from #22 [2 I.], #67 [6 I] from Tao Te Ching by Lao Tzu, A New English Version, with Foreword and Notes, by Stephen Mitchell. Translation copyright © 1988 by Stephen Mitchell. Reprinted by permission of HarperCollins Publishers.

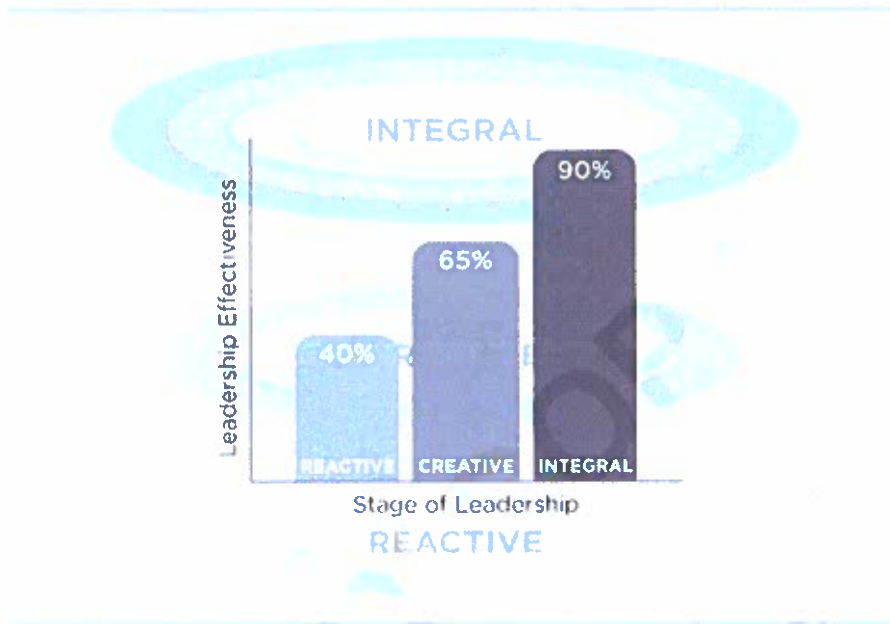


FIGURE 12.1 Stages and effectiveness

(see Figure 12.1). One leader who was measured at the Integral Mind in the Stage of Development study told us about an incident that happened when he was president of a large healthcare system. He mentioned that every time he took on a new position or department, outcomes improved dramatically: operating room efficiencies increased dramatically, costs fell, patient outcomes improved, and medical staff, employee, and customer satisfaction scores increased. His track record was so impressive that the CEO asked him to share the secrets of his effectiveness. My friend looked him in the eye and said, “Do you really want to know what I know?” The CEO, intuitively sensing that he was being asked if he was willing to transform his way of leading, declined the invitation.

Only 5% of leaders function from Integral Mind. It is rare, but when we see it, it is often extraordinary. Integral Mind far exceeds the structural limits of Reactive Mind. It can navigate complex “whitewater” in a way that Reactive Mind cannot. In the study conducted with the University of Notre Dame, the Leadership Quotient (LQ) of Reactive Mind is less than 1.0. Creative Mind more than doubles this, averaging a LQ of around 2.0. Integral Mind far exceeds the capacity and capability of Creative Mind, as Integral level leaders’ average LQ score is 9.0. Integral

Mind is a huge competitive advantage. It is built for complexity because it is a far more powerful operating system.

BRIEF SUMMARY OF STAGES

The Reactive Mind is designed to establish competence in a chosen profession, to merge with the current organizational and cultural realities, and to succeed within them. From this stage, we build a life and learn to make our way in the world on its terms. If this does not happen, development derails and the leader is severely career limited. At this stage, we learn many of the capabilities that we will need in life. If we are developing into a leader, we are learning the management craft of executing and getting results. These skills must be developed, honed, and included as we jettison the Reactive for a Creative Mind.

In the transition, the competent manager becomes the visionary leader. The focus on fixing problems evolves into a focus on creating vision. Solutions become more comprehensive and longer term as the Creative Leader translates vision into strategy. The Creative leader has harvested the competence developed at the Reactive Stage (transcend and include) and is, therefore, capable of translating strategy into execution for results. The internal operating system has gone through a structural metamorphosis from outside-in to inside-out. It has moved on from a preoccupation with safety to an abiding commitment to purpose. It has shifted from a fear-driven, play-not-to-lose inner game to the passion of a purpose-driven inner game (see Figure 12.2).




NAME	FOCUS	PROCESS	IDENTITY	
Servant Leader	System Welfare	System Design	Ecology of Opposites	
Visionary Leader	Vision	Strategy	Inside-Out	
Competent Manager	Problems	Solutions	Outside-In	

FIGURE 12.2 Stage summary

SERVANT OF THE SYSTEM

In the shift from the Creative to Integral Mind, the person/leader is competently self-authoring his/her life and leadership and again is riding the Ascending and Descending Currents of transformation. This is now a well-established practice, as the self is now authoring its own, ongoing transformation. This is why Bob Kegan calls the Integral Stage, *Self-Transforming* (Kegan and Lahey, 2009). This self-transforming capacity is precisely what enables the leader to be system-transforming.

In the transition to Integral Mind, the Ascending Current opens up into a larger, systemic vision. It focuses on wholes rather than parts, pulling the leader into a larger commitment and passion for the welfare of the whole. The visionary leader becomes the Servant Leader. The focus is both on the success of the organization that we are leading (the hallmark of Creative Leadership) and on the interdependent welfare of that organization and its larger system. The visionary leader becomes the servant of the whole system and all of the interdependencies that, together, co-construct the welfare of all stakeholders.

With this transition, both time horizons and organizational perspective expand. The strategist becomes the system architect. This is also a transcend-and-include process. The well-honed visionary and strategic capability developed at the Creative Stage, and the professional-managerial competence (to solve problems, execute strategy, and get results), which developed at the Reactive Stage, are now put in service of a larger, systemic vision. Strategic capability evolves into Systemic Awareness. The strategist becomes the System Architect. The leader is now focused on optimizing the design of the whole system for the welfare of the whole system. At this stage, system thinking comes into full bloom, and Whole Systems redesign capability becomes a well-honed competency.

MATURING INTUITION

At the Creative Stage, access to intuition, the willingness to trust it, and balancing it with reason are developing. At the Integral Stage, intuitive capability matures into a powerful skill. Complexity often defies rationality. Intuitive insight is often required to find leverage points in the system. Integral Leadership takes rationality as far as it can go and

then trusts the intuitive insight that emerges in the creative unresolved tension.

Integral leaders often create results that seem impossible for others. It looks like magic. Integral *magic* derives from the creative power of systemic intuitive insight—systems awareness and vision supported by highly developed intuition.

SEEING THE ENTIRE DEVELOPMENT SPECTRUM

Integral leaders now understand the entire trajectory of development. They have lived through several transformative transitions and can now look back over their life and remember the time when Reactive Mind moved to Creative Mind. They remember going through the Integral transformation process, or they have enough self-awareness to know that they are in the midst of another metamorphosis. They now understand the progressive development process and its stages. Each Stage of Development before the Integral Stage rejects the earlier stage as immature and dismisses the later stages (that have not yet been experienced) as irrelevant—not in the “real world.” In part, this is what limits the effectiveness of leaders at earlier stages—they are too dismissive of others’ level of perspective-taking to optimize collective effectiveness and intelligence. The Integral leader is more capable of, as Covey says, “seeking first to understand,” (Covey, 1989) and as Peter Block says, “treating the other person’s perspective as valid—for them” (Block, 1987). This makes the Integral leader capable of working effectively with people of all Types (Heart, Head, and Will) and with people at all levels.

Understanding the trajectory of development enables these leaders to lead and mentor change more effectively. They are capable mentors because they know the developmental territory and can guide others through it. They can mentor leaders who are limited by Reactive assumptions, beliefs, and perspectives. They can support Creative Leaders as they transform to Integral mind. *Mentoring and Developing* is one of the most highly correlated dimensions on the LCP to Stage of Development. Integral leaders are good mentors.

Integral leaders can also resolve the inevitable conflict between people at different levels of development. Since earlier stages reject or dismiss other stages, conflict inevitably results when leaders at different

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development levels work together on complex issues. Leaders at different levels are in different “real worlds,” often unable to take a perspective on each other’s “real worlds,” and, thus, dismiss the others’ perspectives as irrelevant. Integral leaders work invisibly in the spaces between people at different levels to form bridges of understanding. They form and hold the field of interaction at a very high level of effectiveness and intelligence.

Integral leaders also know the relationship between consciousness and the structure and culture of the organization. Therefore, when leading systemic change, they implement new system designs at the level of system that can be operationalized by the level of consciousness of the leaders in the system. They do not get too far out ahead of what the Leadership System can digest. They time and progressively implement systemic change at a pace that stimulates other leaders to evolve, but not so fast as to set the organization up for failure. Because they understand that leaders create the culture, they readily engage the Leadership Agenda with a systemic approach to the development of the leadership system as an integral part of transforming business structures for improved performance.

HOLDING UNRESOLVEDNESS, CONFLICT, AND TENSION

Leading systemic change requires leaders to hold a high level of conflict, tension, ambiguity, and unresolvedness. Integral Mind can hold huge opposites in tension over a sustained period of time, thus allowing the dialogue of key stakeholders to arrive at breakthrough, high-leverage solutions to complex problems. These solutions usually take the form of elegant systemic interventions or design changes in the structure of the system. These structural breakthroughs enable the system to naturally perform such that all parts of the system thrive.

Recall that redundant polarities are sets of conflicting opposites that are interdependent and must be resolved simultaneously in order for the whole system to cohere and perform at a high level. Integral Mind is the first Structure of Mind complex enough to consistently resolve such complexity into high-leverage change, in part because of its capability to hold opposites in tension. Integral Mind can hold conflicting visions and points of view without championing one and making the others invalid. It holds both competing ends of the conflict as a healthy and creative

tension. It is capable of synthesizing out of this tension (between thesis and antithesis) a higher-order solution where all sides win and where the best intentions of all are realized.

AS WITHIN, SO WITHOUT

The ability to hold large conflicts, opposite visions, and redundant polarities in tension without reacting to them, trying to problem-solve them, or turning them into win-lose battles reaches its zenith at the Integral Stage. These leaders can do this with effectiveness, mastery, and wisdom because the self has gone through yet another metamorphosis, another profound internal transformation in identity. Its inner game has gone from inside-out to an *ecology of opposites*.

The transformation in the inner game happens because the inner game must evolve to enable the leader to lead amid complexity and unresolvedness. Both the inner and outer games must mature at the pace of escalating complexity if the leader is to remain relevant and effective. In the outer game, as the Ascending Current pulls the leader into being the servant of the larger system, a corresponding and commensurate shift is required in the inner game. For leaders to hold tremendous conflict and tension in the outer world, they must do so in the inner world.

For every action, there is an equal and opposite reaction. So, the inner world must match the upward pull of the Ascending Current in the outer world. Consequently, the Descending Current must go deeper. As the CEO of a large leadership consulting firm said to us in a meeting, "The CEO must be the most self-aware person in the organization. If you want to go higher, you must go deeper." Thus, the Descending Current drops into the *Shadow*, the opposite of everything we think we are. Our identity is challenged to expand and hold the inner conflict, oppositeness, and unresolvedness within ourselves. As goes the inner world, so goes the outer world. As we hold and integrate our inner, unresolved oppositeness, we become leaders who can do the same in the larger system of organizational life and in the world.

The descent into shadow is fierce work. This is the second phase of the Hero/Heroine's Journey. It, too, is a death-resurrection process, and the self that dies is the Creative Self—the authentic, purposeful, and visionary self comes apart. It is not that we lose these capabilities and attributes,

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although it may seem so; rather, we transcend and include them. What we lose is our identity as *only* an authentic visionary. The hard-won and well-practiced authentic, visionary self begins to fray at the edges as the Creative Self begins to notice that it is not only that self, it is also a self that is just the opposite. The Creative Self fragments into an ecology of many selves.

A MEETING OF TWIN OPPOSITES

Bob Kegan (1998) uses the image of a cylinder to describe this transformation. At the Creative Stage, we are identified with the vertical, singular cylindrical mass of the cylinder. Like martial artists who develop their art by moving from center (around the body's vertical centerline or "Hara Line"), at the Creative Stage, we are identified with the hard-won authentic self. At the Integral Stage, we notice that the space of the cylinder is defined by two holes at the opposite ends of the cylinder. Identity shifts from "I am this one, singular, authentic self" to "I am many selves, an ecology of opposites in tension." We realize that we are both ends of the cylinder. We are that authentic self, and its opposite. This is the stage where Jekyll meets Hyde, where the male meets his inner female (and vice versa), where saint meets sinner, and where the hard-earned authentic, visionary Creative self meets its shadow self.

HAVE YOU EVER ONCE ASKED ME WHAT I WANT?

Bob: I remember the moment that I mark as the beginning of my transition to Integral Mind. Years ago, I was a seasoned consultant who had built his career by helping organizations build high engagement, empowering leadership cultures. Then, I met my inner controller. I was in my office one day developing a new and expanded vision for the business. As a sole proprietor, I was doing this by myself (something I coach my clients not to do). I was excited by the emerging possibilities of where we could take the business. I called a close colleague named Barbara to run the vision by her and share my excitement. After 10 minutes of monologue, I noticed that she had not said a word; there was nothing but silence on the other end of the line. I stopped and said, "Barbara, you do not sound very excited."

Barbara was skilled at courageous authenticity. She said, "I am not."

I asked, "Why not?"

She said, "It is your vision."

I said, "I know it is my vision, but why are you not excited?"

She said, "Bob, think about it. It is your vision. It has always been your vision. In the five years that I have worked closely with you, have you, even once, asked me what I want through my association with you?"

I was stunned, and I quickly ended the call. I knew that she had flagged something very important about my leadership, and I was angry. At this point, I was practiced at navigating the Descending Current, so I sat down, pulled out a note pad and began to write everything I heard myself saying inside my angry reaction: "There is no way I would ever turn over this business to the *likes of them!* They have no idea what it takes to build a business. They would run it into the ground. My financial future is all tied up with this business. If I let go, even just a little, it is game over. The business will fail, and I will fail with it. That is not an option."

As I reflected on what I wrote, I realized that I am as controlling as any of the high-control managers that I had ever "tried to fix." I had spent my career with a log in my own eye. I made leaders wrong for their high-controlling ways, not noticing that I was just like them—projecting my shadow self on to them—making them wrong for acting out a part of myself that I was unwilling to acknowledge as part of me. I had met the enemy, and it was me.

It took me years to integrate this learning. As I did so, I became far more effective in many ways, particularly at consulting to high-control managers. Instead of approaching them as a problem to fix, I simply smiled, and said, "Oh, you too? Welcome to the club." As I came to accept that shadow part of myself, I became more accepting of that quality in others. With acceptance, that controlling quality no longer needed to live in shadow and could be integrated into me. I became a more effective leader. Later, as the transformation progressed, I was also able to harvest the gift of power (the Controller's gift) that was hidden in shadow.

The *shadow* is sometimes described as any part of ourselves that we do not see. Because we do not see it (are subject to it and do not yet have it as an object of our reflection and self-management) it is said to be in shadow. We do not define shadow this way. With this definition, the core organizing identity beliefs, unseen by Reactive Mind, would be classified as shadow. This misrepresents what Jung meant by shadow. These core

organizing identity beliefs form the core of the Reactive Level identity or ego. The shadow self is the opposite self. Jung defined the shadow as the opposite choice of the choices we make (Jung, 1976). In the math of the psyche, shadow works like this: If we identify with A as good, then the opposite of A (Z) is bad. If A makes us worthwhile, then Z makes us worthless. If A makes us safe, Z makes us unsafe. Given this inner mathematics, if we are identified with A, we reject Z. Z-like qualities have no place in us and get disowned and rejected. They are pushed into shadow and assumed not to exist in us. This is how Jung defined the shadow—all the parts of myself seen as opposite to the core of my ego identity.

Jung also says that *most of what is in shadow is solid gold*, meaning that much of what is rejected is a strength we possess, but we neither know we have it, nor do we accept it. Harvesting the shadow means reclaiming these disowned gifts and strengths. In transforming from Reactive to Creative Mind, we dis-identify with our ego's core organizing and self-limiting assumptions. We replace them with more empowering assumptions that enable Creative, Self-Authored leadership to emerge. In the transition from Creative to Integral, we descend into the shadow to do the same work with what has been rejected and disowned as unacceptable and even contemptible. This is hugely empowering because we are freeing and developing additional gifts and strengths, ones that complement those that came into full bloom at the Creative Stage.

SHADOW SIDE OF THE UNIVERSAL MODEL

The Universal Model of Leadership was designed to help leaders gain insight into what is in shadow, if they are ready for that (in transition from Creative to Integral Mind). A leader operating out of an Integral Mind could have a profile like the one in Figure 12.3.

This profile is the one produced by the Extraordinary Leaders in our Stage of Development Study reported earlier. It is a profile with an LQ of 9.0. It is also high on the dimensions designed into the profile to assess Integral Leadership Competencies such as *System Awareness*, *Personal Learner*, *Selfless Leader*, and *Community Concern*. Integral leadership is highly effective in complex situations precisely because it is high on these more systemic, subtle, complex, and powerful competencies.

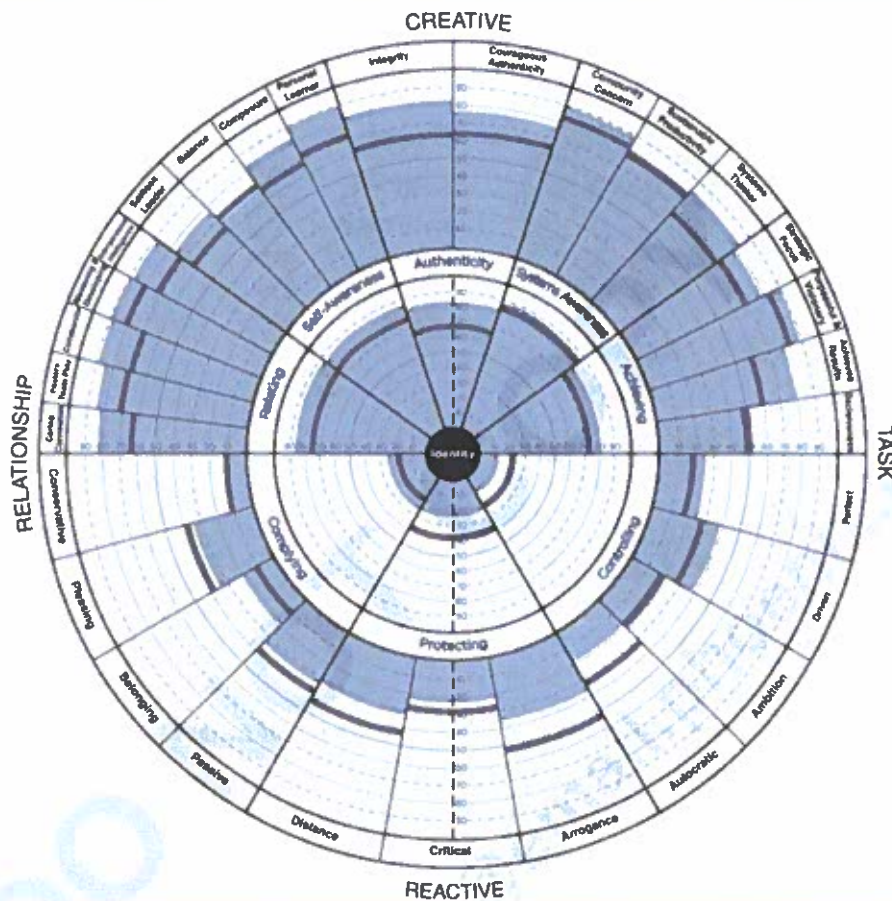


FIGURE 12.3 Extraordinary Leaders' Profile

The bottom half of the profile was designed to provide insight into shadow. The Extraordinary Leader Profile is extraordinary, in part, because of the absence of shadow. Integral level leaders have harvested a lot of shadow and, thus, it may not show up in their Profiles. Such is not the case with many Profiles.

The three types (Heart, Head, and Will) are built into the structure of the LCP and in the bottom Reactive half of the profile. Each type chooses strengths out of which to build its core identity. Reactive beliefs equate these strengths with being good, right, safe, successful, and worthwhile. The linkage of that gift to safety and identity leads to compulsive



FIGURE 12.4 Opposite types

over-development of certain qualities and under-development of others. The under-developed strengths are left in the shadows.

In Figure 12.4, *Complying* and *Controlling* are drawn opposite each other because they are structurally the same but mirror image opposites. They are structurally the same because the core organizing belief equations have the same structure, Identity = X. They are mirror-image opposites because these two types fill in opposite Xs.

Complying types define relationships as what makes them good, safe, and worthwhile. They give up power for safety, sensing power is dangerous. The exercise of will and power is not okay—it is dangerous, untrustworthy, troublesome, selfish, and, therefore, bad. The strengths of power will go underdeveloped in the shadow.

Controlling types take on power to get ahead, to win, and to succeed. They believe: *Power makes me safe and getting results makes me good and worthwhile.* This is how they establish themselves as right, good, safe, and worthwhile. They, therefore, eschew anything that might compromise their power, especially relationships: *Relationships are soft and vulnerable and, therefore, dangerous. They cost me power, which funds my capacity to get results. Loss of power is weakness and not okay. It*

is wimpy, and, therefore, bad. Since the opposite strengths of relationships are considered unsafe and illegitimate, they are underdeveloped and disowned.

Shadow Boxing

When working with senior teams, we ask, “What do Controlling types call Complying types?” We get a long list of derogatory descriptors: *wimp, woosie, push-over, weak, unreliable*, etc. Then we reverse the question, “What do these Complying types call Controlling types?” Again, we get a long list of derogatory descriptors: *Animal, control freak, jerk, boss*, etc. We all have a good laugh with this, but we know something is true about what is coming to light.

Such name-calling (*shadow boxing*) goes on all the time. We saw this shadow boxing play out dramatically with Ken and Jack when we discussed Type Dynamics earlier. Jack had nothing good to say about Ken and called him a *useless wimp*. Ken called Jack an *animal*, a big hairy ape who sat in meetings all day beating his chest. Their relationship was dysfunctional—a classic example of the deep mistrust between opposite types who have a lot in shadow.

Since *Protecting* does not have an opposite, it is pictured in the center of the diagram. Protecting types pursue safety in rationality while remaining neutral. They fear vulnerability from either the softness of relationship or the risk of taking on power. The disowned opposite strengths of the Protector can be either strengths of relationship or willpower, or both. Because Protecting is neutral, it tends to gravitate its energy either toward *Complying* or *Controlling*. If it leans toward *Complying*, the strengths it leaves undeveloped in the shadow are those of power. If it leans toward *Controlling*, it leaves relationship strengths undeveloped in its shadow. Protecting-Complying types typically disengage from the risk associated with driving results. The Protecting-Controlling types tend to eschew the vulnerability of relationship. If both relationship and power are disowned, the Protector is largely disengaged and lives in a rational ivory tower, not trusting either the Complying types or Controlling types.

The structure of how each type forms its ego identity, and what it leaves undeveloped in the shadow (and thus mistrusts in others), creates a lot of organizational fireworks. Shadow boxing happens when we see

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our inner opposite being played out by someone else. We tend to see, in the opposite type, all that we have labeled as illegitimate. The opposite nature of the other is seen, to some degree, as unacceptable. Mistrust easily develops. Each type's Reactive tendency is triggered by the opposite type, such that when we come together, we easily fall into ineffective patterns. Complying types see the Controller as acting out the part of themselves that they have disowned—that is illegitimate, dangerous, and bad. Controlling types look back at the Complier and do the same thing. The Complier is operating from the very stance that Controllers assume will get them killed. Each type sees the opposite way of being as dangerous, irresponsible, and illegitimate. Each type can deeply mistrust the other and disparages them.

Shadow boxing may go on dramatically, as was the case with Ken and Jack, or it may form an undercurrent of mistrust. Either way, it is costly. Collective effectiveness erodes and collective intelligence falls to the lowest common denominator, below what it takes to consistently find leverage in complex systems. At the Integral Stage, we work these un-integrated aspects of ourselves and become more effective at working with those who are different. This enables us to effectively lead complex systems with embedded conflict and opposites in tension.

Shadow Flags

When these types of shadow dynamics are strongly in play within the person and are driving a leader's style of leading, they often show up clearly in Profiles. The Profile "flags (points out) the shadow." Mary's Profile (Figure 12.5) is a good example.

As you can see, Mary's profile is very Reactive. Mary is a strong Controlling-Protecting type, and her leadership style reflects it. Mary is completely identified with getting results and is highly and rationally protected in the way she engages. Relationship is in the shadow. This is seen in her profile in two ways—by the very low scores on Relating and Complying. In the LCP Model, when a Reactive score is very low in relationship to a strongly opposite pattern in the rest of the profile (as in Mary's profile), that low score can be flagging a shadow element—disowned opposite strength. Mary has compulsively over-developed her task-driven result-orientation, and she is actively pushing the softer side of life away. This is the ego-shadow dynamic within Mary.

right to fire me.” Mary went on to gain more insight into herself and her leadership.

Because Mary was navigating the Reactive to Creative transition by discovering the nature of her primary ego identity and Reactive Mind, it was inappropriate to point out the shadow flag at Complying and engage her in exploring her disowned shadow. It was enough for her to gain insight into her Reactive Mind, her Controlling and Protecting Tendencies, the beliefs that were running them, and how she could show up and lead more effectively. That developmental insight changed her life. Some leaders, however, are further along the trajectory of development, where dealing with the shadow in their profile is a helpful conversation.

Bob: I recently had the privilege of debriefing John on his LCP. At the time, John was a senior partner in a large consulting firm with global responsibility. The night before meeting with him, I reviewed his profile. It was very Creative—the entire top half of the circle was filled in. He had strong task and people skills. His raters had evaluated him as a very effective leader. His profile was similar to Mary’s in that it had some significant extensions in the Reactive, bottom half of the circle. The dimensions most extended were Controlling and Protecting (Ambition, Autocratic, Arrogant, and Critical). He also had a shadow flag at Complying that looked just like Mary’s.

What was unusual about John’s Profile was that the higher scores at Controlling and Protecting were not interrupting Relating, or anything else in the top half, for that matter. I was a bit puzzled about how to explain this to him and formed the hypothesis that he had outgrown the need for these Reactive Tendencies, as he had developed such Creative Competency, but still resorted to them too often. He could let go of these old patterns of leadership behavior and trust that the Creative Competencies would not only carry him, but would outperform the Reactive Tendencies. He could improve his effectiveness by letting them go; he did not need them anymore.

This was my initial read of John’s Profile. Since I was unsettled with this read, I decided to sleep on it and re-look at his profile the next morning. When I looked again at his profile, I had an immediate intuitive hit: *This conversation is not about the Reactive to Creative transition. This is an Integral transformation conversation.* I then placed more emphasis on the interpretation of his profile on the extremely low *Complying* score. I did not know if I would bring this up to him,

but I was ready to talk about this potential shadow element in his Profile.

Our conversation was an extraordinary one. As is often the case with extraordinary leaders, he was engaged, curious, and open to feedback. We talked about my initial hypothesis that he could let go of his Controlling and Protecting strategies and trust his well-developed Creative capability. He realized that if he did this, he would be more effective and we discussed some example situations where he might experiment with a more effective approach. He found the conversation insightful and helpful.

He then asked, "Bob, is there anything else in this Profile that I should be aware of?"

I did an intuitive gut check and, sensing that I should talk about his shadow flag at Complying, I said, "Your very low score at Complying is a shadow flag."

"What does that mean?" he asked.

When I explained what is meant by shadow and what this low score might mean in his case, he did not find my explanation helpful. I tried a couple of times to suggest what this score might be indicating and I could tell by his response that little of what I was saying was helpful. As this was going on, I was getting an intuitive sense of what I needed to say, but it felt risky to say it. Finally, as my explanations were not helping much, I said to him, "I am going to take a risk here. I have no idea what this will mean to you, but here is what I am getting intuitively: Inside you there is a beautiful, tender, big-hearted little boy who got hurt, and you want nothing to do with him."

He was quiet for a moment and then said, "I know exactly what you are talking about. Thank you. That is most helpful. I also know what I need to do about it."

Harvesting the Shadow

Two years later, I had dinner with John in Sydney, Australia. I asked him about our debrief conversation. He told me that the conversation had profoundly changed his life. Shortly after, he sought out one of the top Shadow Work consultants in the world and did considerable work with this person. He said he is now freer, happier, and more effective as a result. He told me that he was able to harvest all the soft, feeling,

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vulnerable, emotionally intelligent parts of himself that he had previously rejected and labeled as weak, irrelevant, and ineffective. He thanked me profusely for the profound impact this conversation had made on his life and his leadership.

When I met John in Sydney, he was well along in *harvesting the shadow*. Diving into the shadow means dropping into all that is unfinished within us. This is akin to opening Pandora's Box. It is also a bottomless lake. In the epic Hero's Journey story, *Beowulf*, the shadow is described fiercely as the lake where Grendels live (Heaney, 2000).

They live in secret places, windy cliffs and wolf dens where water pours from rocks and then runs underground. And the groves of trees hanging out over their lake are all covered with frozen spray that wind down snakelike roots that reach as far as the water and help keep it dark. At night that lake burns like a torch. No one knows its bottom. No wisdom reaches such depth. A deer, driven through the forest by packs of hounds, a stag with great horns, prefers to die on that shore, refuses to save its life in those waters. It is not far from here, nor is it a pleasant spot.²

Engaging and harvesting the shadow is the second leg of the Hero's/Heroine's journey. Ken Wilber called the Integral Stage the *Centaur Stage* (Wilber, 2000). The centaur is the Greek mythological figure that is half human and half animal. At the Integral Stage, we take on our opposite nature. We reengage what has been repressed. Much of what has been repressed is the opposite side of our typology, but there is much more in the shadow, all of which has been deemed unacceptable. Much of this has to do with our animal nature and all of its desires that seem to exist, like the centaur, in the lower half of our bodies.

The insurance salesman had a money shadow: "I have been taught all my life that it is bad to have money." Money, sex, power, vulnerability, and intimacy are often in shadow. When we dive into the lake where Grendels live, we do not pick and choose what we find there. We take it all on. This is what John was encountering when he told me that he had been doing shadow work. He was discovering that he had many selves within him. Some want to love, and some want to kill. Some care about

²From *Beowulf*, translated by Seamus Heaney. Copyright © 2000 by Seamus Heaney. Used by permission of W. W. Norton & Company Inc.

others, and some don't give a crap. Some are masculine, and some are feminine. Some want peace, and some want war. Some seek forgiveness, and some want revenge. These opposites are always in tension within us. Realizing that there are many fiercely competing selves within each of us, and reconciling these opposites, is the work of the Integral Stage.

The Integral Self is an *ecology of opposites* in the same way that a forest is an ecology. A forest's diversity enables it to thrive. That diversity is full of opposites in tension. Some species within the forest are growing while other species are either symbiotically or parasitically feeding on that growth. Other species are feasting on and digesting dead life. Their excrement creates the nutrients for new life. This is an ecology. Death and life co-exist interdependently and quite fiercely in an ecology. The interdependence of opposites in tension is precisely what makes the forest so resilient, healthy, and thriving. The Integral Mind is also an ecology of opposites—light and shadow, male and female, friend and foe. This is precisely what makes it so effective and powerful. This inner diversity needs to be embraced for the full power of the Integral Self to emerge. The shadow can, and must, be harvested.

When the Creative Self first meets the shadow self, it is quite a shock. Eventually, however, this meeting of the inner opposite is not a meeting of opposition or rejection. It may be in the early stages of the Integral transformation because this shadow self is a most unwelcome guest. However, as the transformation proceeds and that guest refuses to leave, the possibility opens of accepting and integrating the disowned opposite self into a higher-order construction of the self—an Integral ecology of opposites. For that to happen, this meeting of opposites needs to be held by a larger self-acceptance and compassion.

The last stanza of one of Rilke's poems profoundly expresses the fierceness, power, and beauty of the Integral Self (Bly, 1980):

I am the rest between two notes,
which are somehow always in discord
because death's note wants to climb over—
but, in the dark interval, reconciled,
they stand there trembling.
And the song goes on, beautiful.

In this poem, you can hear Rilke's facility with the Ascending and Descending Currents of transformation. You can feel the self-compassion

in his confession that these two notes are “somehow *always* in discord.” Rilke also expresses that his Integral Self is not about trying to fix itself. Nor is he trying to eliminate what seems to be opposite to himself. He discovers the surprise of Integral development: that the work of *harvesting the shadow* is much more elegant than all that fixing and self-improving. It is reconciliation, forgiveness, and compassion for all that is forever unfinished. Rilke discovers that, like the forest, this partialness is wholeness, and the song goes on, beautiful.

The song goes on beautiful for a couple of reasons. First, as Jung said, most shadow is solid gold—gifts to be harvested. Second, the ecologically constructed Integral Self is far more capable of serving, healing, and making whole the larger system. Let’s explore both.

Path of Development—Gifts in Shadow

Recall that the path of development into Creative Mind is up, not across the circle (see Figure 12.6).

We do not ask leaders to develop their opposite side right away. That is the path of most resistance, as it goes right through the shadow.

What is the typical prescription for a highly controlling leader like Mary? Typically, we send her to charm school and try to help her become a kinder, gentler version of herself. We work on her weakness instead of leveraging her strength. This is asking Mary to go directly into her shadow—the side of herself she mistrusts the most. She is armed to the teeth against doing that. Mary is hard-wired for results, so let’s have a results conversation with her. Let’s help Mary understand the difference between Controlling and Achieving. If we can help Mary unhook her natural strengths and gifts from Reactive Structure and evolve a more mature relationship with those gifts, she becomes a highly Creative-Achieving Leader. In so doing, she moves from *power over* people to *power with* people. She develops a clearer stand for an organizational purpose and vision for which she cares. She is then challenged to help people get on the same page with her and to build alignment among key stakeholders. Mary is now building relationships that serve her passion for results. This is the developmental path of least resistance for Mary to boot up her Creative Mind. Once this movement is mature, the Integral phase of her journey becomes available. At this phase, Mary will engage more directly with her disowned opposite strengths. She will enter more

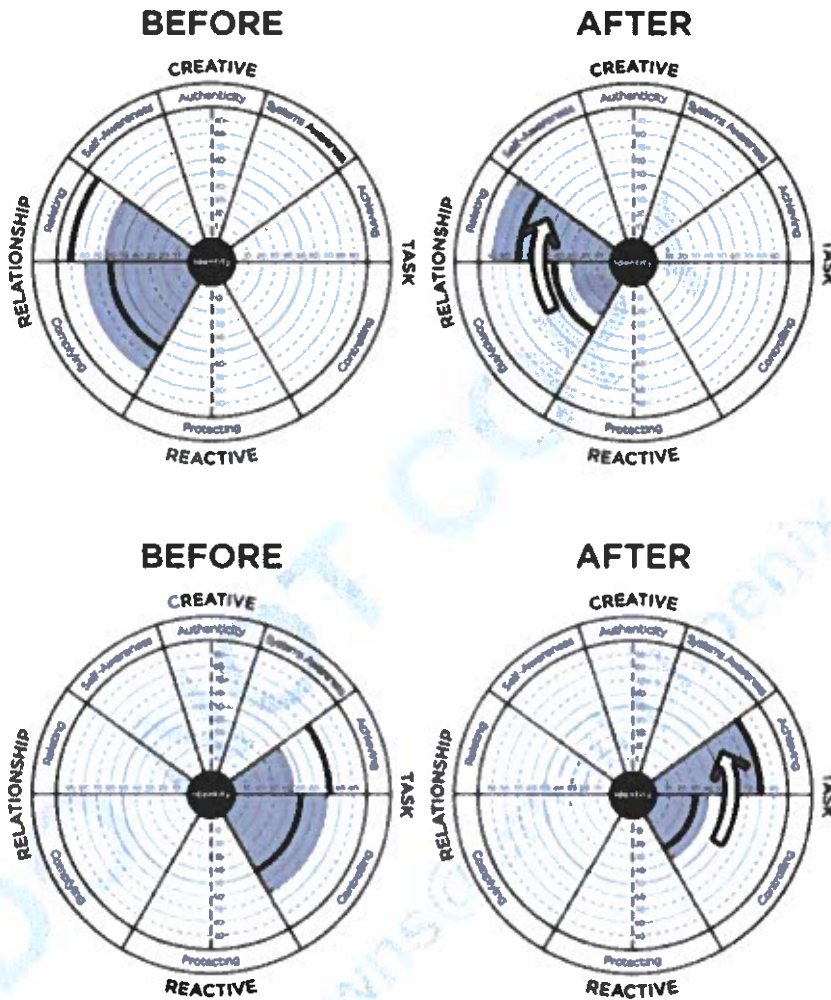


FIGURE 12.6 The Path of Development

deeply into the soft and vulnerable parts of herself, bring those gifts to maturity, and become an even more extraordinary and effective leader.

This same path of least resistance is available for each type. Complying moves toward Relating first, and then, as the journey progresses, takes on its disowned aggression and power. Protecting types move toward Courage—learning how to tell their considerable truth with respect. In so doing, they harvest their Creative strengths of Awareness (self and system) and Authenticity. As the Integral journey unfolds, they develop their disowned strengths (either taking on the risk of using their power,

or the vulnerability of relationship). The Integral Self not only gets its primary gift in higher-order form (from the transformation from Reactive to Creative), but now it gets its opposite giftedness in its higher-order form.

As you can see from Table 12.1, Integral leaders are now in full possession of the entire array of gifts, strengths, and competencies that it takes to lead effectively. Their strengths have been honed to a high order of capability and are not encumbered by Reactive limitations or shadow liabilities. This lack of Reactive limitation and shadow liability enables them to use any of these strengths as called for by the situation. These leaders can pull on any of these capabilities at any time and as needed, with elegance, grace, and mastery, making them very effective leaders.

TABLE 12.1 Harvesting the shadow

COMPLYING	Claiming Your True Gift	Harvesting the Shadow
Conservative	Loyalty and fidelity to the organization's purpose. Champion of values and preserver of heritage.	Challenging the status quo; continuous improvement. Stretching self and organization to new opportunities and levels of performance.
Pleasing	Love for self and others. Willingness to give of oneself in service to others' needs.	Saying no, asserting yourself, taking your stand, willingness to be unpopular.
Belonging	Builder of community and organization, committed purpose.	Independence. Championing directions that are counter to the status quo.
Passive	Service. Non-attachment, acquiescing to the needs of others, egoless.	Achievement for the enjoyment of it. Asserting yourself. Leading, being a creative force in your own and the organization's future.
PROTECTING	Claiming Your True Gift	Harvesting the Shadow
Distance	Wisdom through detachment, care, and reflection.	Engagement. Self-confidence and assertion. An active group member.

Critical	Discernment through being inquisitive and challenging limited thinking.	Supporting and encouraging others. Valuing what is best about the other's position.
Arrogance	Strength of character without the need for credit. Mentoring others into their own "bigness."	Egolessness. Willingness to be unseen and unnoticed so that others can grow into their greatness.
<hr/>		
CONTROLLING	Claiming Your True Gift	Harvesting the Shadow
Perfect	Constant pursuit of continuous improvement balanced with acceptance for things/people as they are. Desire to create outstanding results.	Gentle treatment of self and others. Acceptance of self and others. Detachment from the outcome. Stepping back that others may learn and grow.
Driven	Willingness to work and risk for what you love. Doing whatever it takes to realize your deepest longings.	Receptiveness. Slowing down to reflect and renew. Bringing wisdom into action.
Ambition	Desire to create outstanding results. Personal energy to pursue worthy results.	Loyal fellowship, collaboration, mutuality in relationships. Stepping back that others may learn and grow.
Autocratic	Service through personal strength, persistence, and influence. The integrity to do what is needed even if it is controversial.	Sensitivity to self and others. Respect and care, willingness to experience and share vulnerability—intimacy. Loyal fellowship and collaboration.

FIERCE COMPASSION, THE DANCE OF ENEMIES

The Integral Self is both fierce and compassionate. Fierce compassion heals. David Whyte says: "The blade is so sharp it cuts things together, not apart" (Whyte, 1992). The inner work of the Integral transformation is shadow work—work that integrates shadow elements into a larger,

more inclusive construction of the self. This “cutting things together, not apart” can only happen with searing honesty, self-compassion, and forgiveness. It is just this honest compassion for the inner conflict and unresolvedness within oneself that enables the leader to hold the conflicted visions and redundant polarities in the outer world with equanimity, tolerance, and compassionate forgiveness. This fiercely embodied compassionate leadership is now mature enough to call forth conflicting stakeholders and hold them in a dialogue with the level of tolerance, urgency, acceptance, resolve, forgiveness, humility, and courage that allows for higher-order systemic resolution to emerge. When leaders reach this stage, they are capable of orchestrating a high level of collective effectiveness and intelligence. As a result, new, sustainable future visions, as well as the systemic design innovations required to realize them, naturally emerge.

As shadow is reintegrated, the leader no longer makes others who are different, or who hold very different visions, into enemies. This ability to meet significant diversity, conflict, and divisiveness within the system of the self becomes a capability the leader has to meet and heal systemically—in the larger system beyond the self.

Integral leaders become capable of holding and healing large systemic division, incongruity, and conflict for two reasons. First, the system and the self are not separate. Leaders all too often sponsor change, but they are not changed by the change they sponsor because at earlier levels they see themselves as separate from the system—as the antidote to the system’s problems. Integral leaders see the unresolvedness, conflict, and dysfunction “out there” as a mirror of what is “in here.” *“I am a microcosm of the system I am trying to change. Thus, I need to do most of the changing.”* The ability to see the system’s need for transformation interdependently with one’s own need for transformation is what makes Integrally-led change efforts succeed and actually achieve the intended results and sustain those performance shifts over time.

A second reason why Integral leaders can successfully lead systemic change is that they are no longer projecting their shadow. Shadow projection (seeing in others a projection of our shadow self and making them into enemies, and not seeing all the damage that our shadow, individually and collectively, is causing) goes on all the time in relationships, team dynamics, organizational dynamics, and world politics. It is inherently divisive, erodes trust, and lowers collective effectiveness and intelligence

to such a degree that damage is done. This is what we often see in and between governments—vilifying the opposing side when both sides have an unseen and unacknowledged contribution to the dysfunction. All of this is shadow projection and it is doing terrible damage worldwide.

Unless leaders in positions of power evolve to Integral leadership, we are not likely to resolve the complex knot of perilous global issues that we now face. Reactive Mind has a lot in shadow; therefore, it does not see its contribution to those problems, sees others as the main cause of the problems, and has a lot of enemies. Since its orientation is to fix what is wrong, the basic dynamic at the Reactive level is the need to convert you, fix you, or destroy you. Problems need to be eliminated.

Creative Mind has also not yet seen into its shadow. However, it is not so oriented toward fixing and eliminating problems. Instead, it is oriented toward championing its vision. For the Creative leader, the conflict between opposites takes the form of trying to convince each other of the rightness of its perspective, not noticing that the other's perspective has validity, and that validity may well be in my shadow. So, neither Reactive nor Creative leadership is mature enough to hold the tension of conflicting opposites to enable breakthroughs to emerge. This comes with integrating the shadow, meaning that I no longer turn you into an enemy. I take the log out of my own eye and see you clearly. "You are not my enemy. You are the part of me that I make into an enemy. We are not so different, you and I. I am a microcosm of the health and dysfunction in the whole system. So are you. As such, I am more like you than I care to admit. I have met the enemy, and they are us. We are both a part of the problem and part of its resolution. For transformational change to happen, I must be transformed. I must do most of the changing. I must be the change I want to see in the world." When adversaries come together with this Integral level of awareness, peace breaks out.

We once met a man who was deeply involved with Ronald Reagan and Mikhail Gorbachev, behind the scenes, in preparing for the meeting at Reykjavik. Reagan and Gorbachev were in different discernment processes at the time. While Reagan was name-calling (Evil Empire), Gorbachev was starting to see the whole system. He was seeing what we call "the Dance of Enemies" and his and the Soviet Union's part in it. His analysis went like this: "You build bombs. So, we build bigger bombs. Then, you build even bigger bombs, and we build even bigger bombs. You call us names, so we call you different names that

mean much the same. We are not so different, you and I.” Gorbachev was taking an Integral perspective on the arms race.

At the same time, Peter Senge and the folks in the MIT Systems Dynamics Lab were modeling the Arms Race. They had come to a disconcerting conclusion. They were stumped. They could find no way, from within the assumptions and structure of the arms race, to stop it from escalating. Nor could they find a way to make it spiral down; it perpetually spun up.

Gorbachev found the hidden point of leverage in the system of the arms race where a simple and small change in structure makes a large and lasting change in performance over time. He showed up at Reykjavik and said to Reagan, “I am here to deprive you of an enemy.” In effect, he was saying: “I see the whole game (system) we are in together. I have my contribution. You have yours. I am the enemy you accuse me of being. So are you. We are not so different. I will change the game. I will deprive you of an enemy. I disarm—unilaterally. Deal with that.”

Reagan and Gorbachev left that meeting as friends, and the arms race began to spin down.

One statement, “I am here to deprive you of an enemy,” was so full of Integral insight and wisdom that it changed the world. Gorbachev saw that the dysfunction and conflict “out there” in the larger system was also mirrored “in here.” He saw the log in his own eye. He had met the enemy in himself and in his country. He could reconcile these discordant opposites with forgiveness and compassion. He gave Reagan nothing to fight against. “I am the enemy you accuse me of being. You are my shadow and I am yours. I own my shadow and make no requirement that you do the same. I disarm. I am stopping my part in the game. Your move.”

We suggest that Gorbachev’s insight, and the clear statement of his stance/strategy, “I am here to deprive you of an enemy,” could only be found from an Integral Structure of Mind. Only Integral Leadership is complex enough (seeing the whole system, the interdependence of the inner and outer system, and how the whole system lives in me and in you) to come up with this. This statement could not have been sourced from within Reactive Mind. It is too oppositional, too binary, too focused on fixing the external problem (“out there”), and too good and bad, right and wrong oriented to ever come up with “I have met the enemy and they are us.”

Reactive Mind is responsible for the politics of blame that has Washington, D.C. in gridlock. Reactive Mind is capable of statements like those made by George W. Bush after 9/11: "If you're not for us, you're against us. Let's get them on their soil before they get us on ours." Much of the war on terrorism is being fought between a pre-Reactive mindset and a Reactive one. Neither is mature enough to change the game fundamentally.

Gorbachev's statement is also not likely to have been sourced from Creative Mind. It is too focused on the rightness of its vision and values. It does not yet see its shadow (the log in its own eye). Therefore, it is less likely of coming to the inner reconciliation between the "two notes which are somehow always in discord." It still projects its shadow on the other and makes it into an enemy. It may not be an enemy we have to kill, but it must be converted to our vision. Creative Mind is often too focused on championing a vision of greatness to be able to "seek first to understand" as St. Francis required. Creative Leadership is not yet complex enough to do what Gorbachev did. This kind of systemic wisdom—seeing the whole system, seeing my/our contribution to the conflict, reconciling inner opposites so that the outer opposites in conflict may be reconciled, summoning genuine compassion for the shadow of conflicting parties, seeing clearly that the dysfunction and unresolvedness out there is a manifestation of the dysfunction and unresolvedness in me/us, finding in all this the one hidden place of leverage that can change everything—only reaches its full possibility with the transformation to Integral Mind.

Integral Mind is capable of changing the world. It is Gorbachev at Reykjavik. It is Nelson Mandela ending Apartheid and healing the Nation of South Africa. It is Gandhi fasting to end the riots between Muslims and Hindus in Calcutta. It is Aung San Suu Kyi, leading a successful, non-violent, democratic revolution from a prison cell in Burma. Only Integral Mind or higher is complex enough to lead truly large-scale, sustainable, systemic change.

WHY IS CHANGE SO DIFFICULT?

We have been asking—and answering—this question throughout this book. The leadership of complex systemic change requires leadership of a matching complexity of mind.

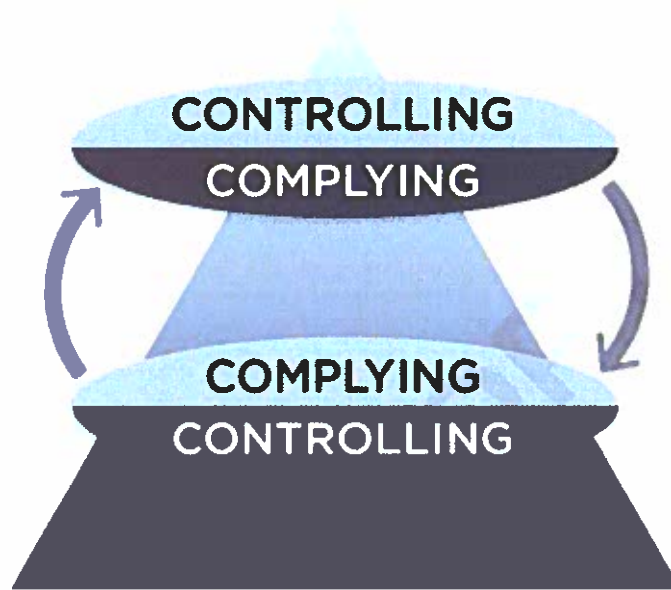


FIGURE 12.7 Patriarchy's shadow—the challenge of transformation

Most organizations are challenged to move from Patriarchy to Partnership (Figure 12.7). In this transition those at the top, mostly Controlling types, are required to share power and let go of control (the scariest thing they can do). To whom do they let go of control? Complying Types. Their shadow—the part of themselves they mistrust the most. Complying types are challenged to take on power and to take more risk (the scariest thing they could do). With whom must they step into power? Controlling types. Their shadow—the part of themselves they mistrust the most. We wonder why it is hard? In movement from Patriarchy to Partnership everyone is required to upgrade their operating system. That is the Development Agenda. If it does not happen, we all collude in going back to normal.

INTEGRAL LEADERSHIP IMPERATIVE

In this book, we have explored the link between leadership effectiveness and business performance, between mastery and maturity, between mastery in the outer game and maturity of the inner game. We have explained why the complexity of mind, individual and collective, must evolve at the pace of change and escalating complexity to remain relevant and